WestEd Recommendation #   1

AELAS full-scope with opt-in

Owner: Mark Masterson

Recommendation Detail:

Staying on course with the full scope of work for AELAS, which includes opt-in components, is important to successfully achieving both the legislative intent for establishing a robust data collection and reporting system and the classroom need for quality information to support effective teaching and learning.

Our experience shows that the reporting of data to state agencies for compliance reasons, when there is no subsequent benefit or use of those data by the districts and schools, results in generally poor quality data. Providing systems and dashboards that help schools and teachers use data for improving classroom instruction will help ensure that the data are not only accurate but useful. This will ultimately result in better quality data for ADE, which is the spirit and intent of the legislation. It is recommended that ADE continue to pursue the current scope for AELAS.

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
AELAS Ed-Fi	ED14004	Elliott Hibbs	Komal Dubey	7/1/2013	6/30/2014	Green	$137,588.00	$97,369.00
AELAS School Finance	ED14002	Elliott Hibbs	Komal Dubey	7/1/2013	3/31/2014	Green	$238,637.00	$175,834.00
AELAS SIS	ED14005	Elliott Hibbs	Komal Dubey	11/18/2013	6/30/2014	Red	$0.00	$23,937.00
AELAS SLDS	ED14006	Elliott Hibbs	Amit Soman	11/1/2013	6/30/2014	Yellow	$0.00	$0.00
Program Support Office	N/A	Elliott Hibbs	Mark Masterson	7/1/2013	6/30/2014	Green	$251,168.00	$258,191.00

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Ed-2	**Consolodate Data Collections**	Ed Jung	Ed Jung

ADDERSSES Current SAIS System on p. 17

-Consolidation of student-level data collection around Ed-Fi data standards is currently being implemented. 26 data collections were identified as in-scope for the first phase of the consolidation process which includes all SAIS related collections.

| Ed-3 | **Replace SAIS Data Collection** | Ed Jung | Ed Jung |

AELAS WORK IN PROGRESS: Governance p.18

-Data standards around all SIS data categories have been heavily reviewed with LEAs during the development of the statewide SIS RFP. These data standards are aligned with the Ed-Fi data standards that will be used to replace the current SAIS collections.

| Ed-5 | **Create ODS Advisory Team** | Ed Jung | Ed Jung |

ADDRESSES AELAS WORK IN PROGRESS: Methodology p.24

-ODS work has begun in earnest. Key ODS subject areas have been assigned to project teams for implementation.

An ODS advisory team has been created to provide oversight and ensure consistency in the development and extension of the ODS. The advisory team has developed an approach for implementing the ODS and working with program areas to migrate business processes to the ODS.

| Ed-6 | **Create Vendor Ed-Fi Specs** | Ed Jung | Ed Jung |

AELAS WORK IN PROGRESS: DATA ACCESS, QUALITY, AND SECURITY p26

-Vendor specifications based on Ed-Fi are currently being developed. SIS is the first system being targeted with Assessment being second.

| Jolene-1 | **Steering Committee** | Jolene Newton | Mark Masterson |

STAKEHOLDER AWARENESS AND BUY-IN: ADE Stakeholder Awareness p12

Instructional Improvement System: Identified an agency program champion/sponsor, and formed a steering committee.

Steering Committee configured with executive leadership from the agency and Maricopa County, with defined critical success factors to align the agencies to achieve the mission and goals.

Steering committee is in the process of drafting a responsibility assignment matrix to define roles and seeking other regional or county committee members.

| Jolene-6 | **Increased buy-in though enhanced IIS** | Jolene Newton | Mark Masterson |

AELAS WORK IN PROGRESS: System Architecture p25

Instructional Improvement System Enhancements: TrueNorthLogic works on tablets, and for the

Learning Management System there are requirements for the system to work on tablets as well.

I need to check this for Public Consulting Group and if we will have the Content Management System work on tablets.

| Jolene-7 | **Migrate cloud-product data to ODS** | Jolene Newton | Mark Masterson |

AELAS WORK IN PROGRESS: System Architecture p25

Instructional Improvement Systems: Our goal this fiscal year is to move data from the IIS to the Operational Data Stores (ODS) from Public Consulting Group and TrueNorthLogic using the CEDS/Ed-Fi model.

WestEd Recommendation #   2

Business Architecture

Owner: Mark Masterson

Recommendation Detail:

A business architecture (e.g., vision, goals, processes, policies, and use cases) for an integrated learning enterprise system that includes the functionality found in student information systems (SIS), instructional improvement systems (IIS), and individualized education programs (IEP) systems is needed.

It is recommended that using an education business architecture model, ADE work to define an integrated system of processes, data, and applications built around the planned real-time operational data store (ODS).

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
AELAS SIS	ED14005	Elliott Hibbs	Komal Dubey	11/18/2013	6/30/2014	Red	$0.00	$23,937.00
Instructional Improvement	ED13003	Elliott Hibbs	Jolene Newton	7/1/2013				

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Jolene-5	**Establish Business Architecture**	Jolene Newton	Jolene Newton

AELAS WORK IN PROGRESS: Methodology p24

Establish business architecture for instructional improvement.

I.T. will assist but not drive this action item. The program areas will own this action item.

WestEd Recommendation #   3

Communicate Costs

Owner: Mike Liskow

Recommendation Detail:

It is recommended that ADE clearly address and communicate AELAS/SAIS/SLDS costs and budget within fully developed project plans, deliverables, costs, funding sources, interdependencies and schedules.

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
Program Support Office	N/A	Elliott Hibbs	Mark Masterson	7/1/2013	6/30/2014	Green	$251,168.00	$258,191.00

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Lisa -3	**Create AELAS website**	Mark Masterson	Elliott Hibbs

This action ensures a transparent view into AELAS progress to date, roadmaps and financial status.

ADE wil post quarterly JLBC reports, monthly financial reports and other materials prepared for AELAS's various oversight bodies. This webpage will also contain the WestEd/CELT assessment, ADE's action plan and progress to date.

The objective is to ensure educators, policy makers and other stakeholder groups.

Mike-1	Procedures for PSO-Tools	Mike Liskow	Mark Masterson

Undergiong action to develop procedures to align all I.T. projects under a common project management system.

Objective is to deliver consistent reporting across all projects regarding statuses, deliverables, costs, and interdependencies.

Mike-2	Continuous training for PSO-Tools	Mike Liskow	Mark Masterson

This action pertains to internal processes to improve the management and technical teams in the long-term for building AELAS.

Undergoing action to provide ongoing traning on the procedures for usage of all tools provided by the PSO to projects. These tools include Project Management tools, requirements/bug/task tracking, budget tools, and systems/software design tools.

The objective is to ensure that the usage of each tool is consistent across teams. This is to serve timely reporting needs from executive management, as well as management needs for dealing with transitioning for turnover.

WestEd Recommendation #   4

Communications Initiative

Owner: Lisa Blyler

Recommendation Detail:

Improved communication to diverse audiences, including educators, policymakers and other stakeholder groups is strongly recommended using strategies such as recruiting champions from all sectors across the state and providing "talking points" to them as well as use-case vignettes, one page overviews and longer briefs (avoiding technical jargon) and working closely with public information officers in local education and partner agencies to disseminate information.

Engage a professional communications person or agency outside of the IT organization to lead the communications efforts.

Projects

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Lisa - 5	**AELAS Architecture Animation**	Mark Masterson	Elliott Hibbs
	Develop animated version of the AELAS Conceptual Architecture that includes progress to date, total budgeted and outcomes from investment to date.		
	Create user stories/vingettes to demonstrate how stakeholders will benefit from the AELAS design.		
Lisa - 6	**Internal Communications**	Mark Masterson	Elliott Hibbs
	Provide forums for ADE staff to learn more about AELAS vision, development and progress to date.		
	Ensure Program Areas receive regular updates about AELAS and have opportunities to provide feedback.		
Lisa -3	**Create AELAS website**	Mark Masterson	Elliott Hibbs
	This action ensures a transparent view into AELAS progress to date, roadmaps and financial status.		
	ADE wil post quarterly JLBC reports, monthly financial reports and other materials prepared for AELAS's various oversight bodies. This webpage will also contain the WestEd/CELT assessment, ADE's action plan and progress to date.		
	The objective is to ensure educators, policy makers and other stakeholder groups.		
Lisa -4	**AELAS collateral library**	Mark Masterson	Elliott Hibbs
	Create a unified, central message that demonstrates the need for the AELAS system and for adequate resources. These resources will include a standard AELAS message breifing covering all AELAS components, as well as in-depth materials on each strategic initiative.		
	The purpose of this action is to ensure that ADE is able to convey the overall AELAS message in a variety of formats/lengths to meet the needs of the audience.		

Lisa-1	**Educator-focused outreach**	Lisa Blyler	Mark Masterson

TO ADDRESS AELAS STRATEGIC ALIGNMENT (page 14)

Create a series of 1-page system descriptions focused on reaching teachers, principals and superintendents.

Create a user-friendly, interactive webpage for education community.

Continue to present to education stakeholder groups, using non-technical materials and messaging.

Lisa-2	**1-page system components**	Lisa Blyler	Mark Masterson

Create a set of 1-page slicks explaining AELAS components geared to meet the needs of the Arizona legislature.

WestEd Recommendation #   5

Data Governance

Owner: Ed Jung

Recommendation Detail:

It is recommended that ADE continue to establish the data governance process by effective use of data stewards and the development of data standards for key AELAS systems, prioritizing the SIS data categories.

Using the guidance of national education standards, such as the Common Education Data Standards (CEDS) developed through the Council of Chief State School Officers, will ensure that such data as discipline and attendance can be standardized and agreed upon by the districts to derive data quality benefits from using a common SIS.

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
AELAS Data Governance	N/A	Ed Jung	Ed Jung	7/1/2013	6/30/2014	Green		

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Ed-1	**Re-Launch Data Stewards-Org**	Ed Jung	Ed Jung
	TO ADDRESS STAKEHOLDER AWARENESS AND BUY-IN: ADE Stakeholder Awareness on p.12 *-Establishment of data governance practices and processes is one mechanism to broadly engage program areas in AELAS awareness.* *This has started with the successful relaunch of the Data Stewards organization from an irregularly-scheduled meeting narrowly focused on EdFacts reporting, to a regularly-scheduled meeting group resolving agency-wide issues on data collection and use.*		
Ed-10	**Identify ODS data-domain owners**	Ed Jung	Ed Jung
	Engage with program areas in an effort to identify "owners" who are responsible for the key domains of ODS data: 1) Teacher 2) Student 3) Calendar 4) Assessment 5) Org Entity.		
Ed-5	**Create ODS Advisory Team**	Ed Jung	Ed Jung
	ADDRESSES AELAS WORK IN PROGRESS: Methodology p.24 *-ODS work has begun in earnest. Key ODS subject areas have been assigned to project teams for implementation.* *An ODS advisory team has been created to provide oversight and ensure consistency in the development and extension of the ODS. The advisory team has developed an approach for implementing the ODS and working with program areas to migrate business processes to the ODS.*		
Ed-6	**Create Vendor Ed-Fi Specs**	Ed Jung	Ed Jung
	AELAS WORK IN PROGRESS: DATA ACCESS, QUALITY, AND SECURITY p26 *-Vendor specifications based on Ed-Fi are currently being developed. SIS is the first system being targeted with Assessment being second.*		
Ed-7	**Employ Enterprise Tools**	Ed Jung	Ed Jung
	AELAS WORK IN PROGRESS: DATA ACCESS, QUALITY, AND SECURITY p.26 *-ADE uses Embarcadero tools for data architecture and is evaluating the enterprise-wide data dictionary and master data management tools that come with it. Additional license purchases may be required in order to roll out those capabilities.*		

Ed-8	**Reuse of CO/TN Ed-Fi Concepts**	Ed Jung	Ed Jung

AELAS WORK IN PROGRESS: DATA ACCESS, QUALITY, AND SECURITY p26

-ADE is closely monitoring the status of Ed-Fi technology being deployed in Colorado and Tennessee for data collection and data warehouse with the intention to reuse them in Arizona.

Ed-9	**Create Data Privacy Policies**	Ed Jung	Ed Jung

AELAS WORK IN PROGRESS: DATA ACCESS, QUALITY, AND SECURITY p26

-Data privacy policies and statements have been authored and published; additional messaging is planned. Plans to develop staff training for data privacy, FERPA and records retention are underway.

Jolene-2	**Data Stewards for Pilots**	Jolene Newton	Mark Masterson

AELAS WORK IN PROGRESS: Governance p18

Instruction Improvement System: MCESA REIL grant program has afforded the pilot districts data stewards to assist with many facets of the program from training, data migration efforts, to data entry.

These practices need to be evaluated to determine if any would be picked up by the agency.

WestEd Recommendation #   6

Reduce Data Collection Effort

Owner: Ed Jung

Recommendation Detail:

It is further recommended to continue to reduce the level of redundancy of data collections and to implement the plan for reducing the data collections recently developed with the districts.

It is important to be transparent and explicit about the frequency of and expectations for data upload, and communicate these changes on a timeline that allows districts (and their vendors) to make needed adjustments. Also, the use of a roster verification tool and process for the teacher-student data connection is recommended. Such a tool is currently being piloted by the ADE. This will improve reliability and build credibility among the teachers for the quality of the data linkages.

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
AELAS Data Governance	N/A	Ed Jung	Ed Jung	7/1/2013	6/30/2014	Green		

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Ed-2	**Consolodate Data Collections**	Ed Jung	Ed Jung
	ADDERSSES Current SAIS System on p. 17 *-Consolidation of student-level data collection around Ed-Fi data standards is currently being implemented. 26 data collections were identified as in-scope for the first phase of the consolidation process which includes all SAIS related collections.*		
Ed-3	**Replace SAIS Data Collection**	Ed Jung	Ed Jung
	AELAS WORK IN PROGRESS: Governance p.18 *-Data standards around all SIS data categories have been heavily reviewed with LEAs during the development of the statewide SIS RFP. These data standards are aligned with the Ed-Fi data standards that will be used to replace the current SAIS collections.*		
Ed-4	**Resolve Data Issues**	Ed Jung	Ed Jung
	AELAS WORK IN PROGRESS: Governance p.18 *-The ADE Data Stewards organization and their members have been engaged to resolve data issues. The Ed-Fi ODS project as well as Data Stewards subgroups have been created to address specific data standard issues.*		
Ed-6	**Create Vendor Ed-Fi Specs**	Ed Jung	Ed Jung
	AELAS WORK IN PROGRESS: DATA ACCESS, QUALITY, AND SECURITY p26 *-Vendor specifications based on Ed-Fi are currently being developed. SIS is the first system being targeted with Assessment being second.*		

WestEd Recommendation # 7

Establish AELAS non-profit

Owner: Mark Masterson

Recommendation Detail:

A key recommendation of this report is to establish a not-for-profit organizing structure that is separate from, but endorsed by, the legislature and ADE, to engage the districts and charter schools more in the leadership, support (technical and programmatic), risk management, and coordination of the opt-in components of AELAS.

This group would be responsible for managing the ongoing operations (or contracts for software as a service) of the opt-in AELAS components including the specification and contracting for the components and the cost and revenue model.

Projects

Actions

WestEd Recommendation # 8

Ongoing Training

Owner: Mike Liskow

Recommendation Detail:

It is recommended that ADE provide ongoing training to improve the capacity of educators to use data. The focus should be on system training and data literacy.

This would include reaching out to Arizona State University, Northern Arizona University, the University of Arizona and other partners in higher education to work with them to have data use included in course offerings.

Projects

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Jolene-2	**Data Stewards for Pilots**	Jolene Newton	Mark Masterson

AELAS WORK IN PROGRESS: Governance p18

Instruction Improvement System: MCESA REIL grant program has afforded the pilot districts data stewards to assist with many facets of the program from training, data migration efforts, to data entry.

These practices need to be evaluated to determine if any would be picked up by the agency.

Action ID	Action Name	I.T. Owner	Business Owner
Jolene-4	**Plan for Attrition**	Jolene Newton	Mark Masterson

AELAS WORK IN PROGRESS: Resource Management p22

Teaching & Learning Domain: Plan for Attrition - Cross-training of several product lines has become a part of our typical process, where we established one SharePoint location for all TrueNorth Logic documentation.

WestEd Recommendation #   9

Consider Small LEAs

Owner: Mark Masterson

Recommendation Detail:

A recommendation to ensure adoption throughout the state includes consideration for smaller LEAs.

This has started and should continue to be expanded by working with the small and rural districts and charter schools on their technology readiness with a focus on sufficient technological infrastructure and bandwidth to implement AELAS and future online assessments.

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
Instructional Improvement	ED13003	Elliott Hibbs	Jolene Newton	7/1/2013				

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Jolene-2	**Data Stewards for Pilots**	Jolene Newton	Mark Masterson

AELAS WORK IN PROGRESS: Governance p18

Instruction Improvement System: MCESA REIL grant program has afforded the pilot districts data stewards to assist with many facets of the program from training, data migration efforts, to data entry.

These practices need to be evaluated to determine if any would be picked up by the agency.

Action ID	Action Name	I.T. Owner	Business Owner
Jolene-3	**Vendor-absorbed Cost/Complexity**	Jolene Newton	Mark Masterson

AELAS WORK IN PROGRESS: Risk Management p21

Instruction Improvement System: Data migration for the IIS is part of the vendor negotiations (cost) and part of the implementation /roll out plans when a district opts-in.

WestEd Recommendation # 10

Long-term Planning

Owner: Mike Liskow

Recommendation Detail:

A comprehensive, long-term approach to planning for AELAS is recommended with continued consultation with ADE stakeholders and users.

Building upon the initial needs analysis and expanding opportunities for feedback into an ongoing continuous improvement process will support this. Thus, it is recommended that there be periodic and ongoing needs analyses throughout the course of the development and implementation processes. Another key long-term strategy is the prioritization of partnerships with the business community to leverage their expertise and support.

Projects

Project Name	PIJ ID	Business Owner	I.T. Owner	Start Date	End Date	Overall Status	Budget To-Date	Actual To-Date
Program Support Office	N/A	Elliott Hibbs	Mark Masterson	7/1/2013	6/30/2014	Green	$251,168.00	$258,191.00

Actions

Action ID	Action Name	I.T. Owner	Business Owner
Jolene-7	**Migrate cloud-product data to ODS**	Jolene Newton	Mark Masterson

AELAS WORK IN PROGRESS: System Architecture p25

Instructional Improvement Systems: Our goal this fiscal year is to move data from the IIS to the Operational Data Stores (ODS) from Public Consulting Group and TrueNorthLogic using the CEDS/Ed-Fi model.

Mike-2	**Continuous training for PSO-Tools**	Mike Liskow	Mark Masterson

This action pertains to internal processes to improve the management and technical teams in the long-term for building AELAS.

Undergoing action to provide ongoing traning on the procedures for usage of all tools provided by

the PSO to projects. These tools include Project Management tools, requirements/bug/task tracking, budget tools, and systems/software design tools.

The objective is to ensure that the usage of each tool is consistent across teams. This is to serve timely reporting needs from executive management, as well as management needs for dealing with transitioning for turnover.